

CENTRE FOR MANAGEMENT CONSULTING EXCELLENCE (CMCE)

MANAGEMENT CONSULTING VALUE ADD

Jim Foster and Paul Kelly presented and discussed the key findings of a study into Management Consulting Value Add conducted by the Centre for Management Consulting Excellence (CMCE). The study is based on feedback provided by clients and consultants on 74 consulting projects.

The key findings presented were:

- Far more consultants than clients considered that expected value had been fully delivered on their projects
- Upfront agreement on how value was to be achieved and measured had little impact on achieving expected value
- Regular review of projects makes it more likely for expected value to be delivered. This was particularly important for projects involving change and less important for projects involving the provision of advice
- Expected Value was most likely to be provided when the consultant performed the majority of the work and least likely with joint working between client and consulting staff
- Expected Value was most likely to be delivered on Time and Materials projects

The key discussion points were:

- Expectations of value are likely to be different for the client and the consultant
- Expectations of value may be different for different individuals within the client organisation
- Expected value may change during the project
- The client's view of the value achieved may change after the project is complete, e.g. if expected benefits are not achieved
- Provision of value to one client may cause a conflict of interest with another client, e.g. PwC Australia tax advice
- Clients are increasingly using social value as a measure of a project's value
- Expected value may be more likely to be achieved in projects conducted on a Time and Materials basis than Fixed Price projects as a result of greater interaction between client and consultant
- The impact of regular reviews is consistent with frameworks such as PRINCE 2 and DICE